

30 SEPTEMBER 1998



Operations

GUARDIAN TIGER

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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OPR: 14 AF/DOOW
(Maj. C. Winstead)
Supersedes 14 AFI 10-1002, 12 May 97.

Certified by: 14 AF/DOOW
(Maj. C. Winstead)
Pages: 29
Distribution: F

This instruction provides guidance on Guardian Tiger program operation to 14th Air Force (14 AF), 21st Space Wing (21 SW), 30th Space Wing (30 SW), 45th Space Wing (45 SW), 50th Space Wing (50 SW), subordinate units and supporting agencies. It applies to all 14 AF units, wings and subordinate units. This instruction may be supplemented to further delineate these processes and procedures. Send one copy of supplements to 14 AF/DO. Send comments and suggested improvements to this instruction on AF Form 847, Recommendation for Change of Publication, through command channels, to 14 AF/DO, Building 10577, Suite A300-22, 747 Nebraska Ave., Vandenberg AFB, California 93437-6282.

SUMMARY OF REVISIONS

The revision of this publication is to meet the format standards required by the Air Force. No content material has changed. Some required format changes have been made to allow for the conversion process.

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1. Guardian Tiger . The purpose of Guardian Tiger (GT) is to bring together empowered experts from 14 AF and applicable agencies to develop and refine doctrine and procedures to enhance operational readiness, provide support to the warfighter, and identify capabilities and limitations across all units. Guardian Tiger is a process improvement program supporting Spacelift, Space Surveillance, Satellite Command and Control, and Missile Warning mission areas. The program is designed to meet the following objectives:

- 1.1. Foster an environment that promotes creativity, innovation, and continual process improvement.
- 1.2. Challenge the way we perform operations to either improve these operations or reinforce the logic behind operational methods that withstand the challenge.
- 1.3. Provide an operational setting for testing and evaluating advanced tactics, techniques, and procedures for all space operations.
- 1.4. Identify capabilities and limitations for exploitation and future operational requirements.
- 1.5. Refine, wherever possible, present procedures, techniques, and equipment used.
- 1.6. Improve or create procedures and processes for executing operations plans (OPLAN).
- 1.7. Focus quality efforts on theater warfighting requirements to increase combat capability.
- 1.8. Promote an exchange of professional information among personnel from all AFSPC space wings and other participating agencies.
- 1.9. Enhance esprit de corps throughout Air Force Space Command (AFSPC) forces.

2. Exercise Plan. HQ AFSPC Guardian Tiger Exercise Plan (ExPlan) gives broad structure to the execution of the Guardian Tiger program.

3. Responsibilities. Key positions are:

3.1. HQ AFSPC GT Action Officer. Provide funding for Guardian Tiger and ensure funding is available at the wing at least 30 days prior to GT to support temporary duties (TDY).

3.2. Commander, 14 th Air Force (14 AF/CC):

- 3.2.1. Provide overall guidance and direction for the GT program.

- 3.2.2. Initiate the GT process by sending task request message.
- 3.2.3. Send message announcing selected tasks for GT.
- 3.2.4. Sign GT task charters.
- 3.2.5. Publish GT Final Report.
- 3.2.6. Assign GT action items (AI) to the appropriate agencies within 14 AF.

3.3. Operations (14 AF/DO):

- 3.3.1. Execute GT ExPlan.
- 3.3.2. Appoint GT Program Lead (PL).
- 3.3.3. Identify 14 AF personnel to work GT tasks.

3.4. Wing Commanders (CC) (Or Equivalent):

- 3.4.1. Implement the GT program at their unit.
- 3.4.2. Appoint wing GT Team Chiefs (TC). Send appointment memorandums to 14 AF/DO.
- 3.4.3. Appoint the unit/office to be office of primary responsibility (OPR) for each GT task the wing is OPR on, and approve the unit's selection for task leader (TL).
- 3.4.4. Ensure facilitators are assigned for each GT task for which the wing is the OPR.
- 3.4.5. Ensure all action items assigned to the unit are successfully completed.
- 3.4.6. Appoint a host wing team chief (HWTC) when hosting a Guardian Tiger program.

3.5. Guardian Tiger Program Lead:

- 3.5.1. Convene a meeting quarterly of all TCs, Guardian Programs Office (GPO), HQ AFSPC Action Officer, and other parties as needed to ensure adequate program preparation and follow-up, review task implementation status and track task success. Publish and distribute meeting minutes. Present quarterly status to 14 AF/CC.
- 3.5.2. Coordinate task submittal, review, selection, and program preparation processes.
- 3.5.3. Ensure all needed personnel external to 14 AF are invited to participate in the tasks.
- 3.5.4. Approve all task agendas.
- 3.5.5. Approve plans for all scheduled activities during GT to include social events, briefings, demonstrations, tours, etc., as submitted by the HWTC.
- 3.5.6. Coordinate all protocol issues with 14 AF staff and HWTC, including itineraries, lodging and escorts for distinguished visitors, as well as ceremonies and functions attended by senior leaders.
- 3.5.7. Provide participant critique forms to the HWTC for distribution to all participants. Review all critiques, lessons learned, and Wing after-action reports. Compile results and provide feedback to 14 AF staff, wing TCs, HQ AFSPC GT Action Officer, GPO, and interested agencies. Incorporate identified areas for improvement into the GT program.
- 3.5.8. Publish the GT Final Report for distribution to 14 AF Wings, AFSPC offices, and stakeholder organizations following GT out-brief.

- 3.5.9. Maintain a history of past GT successes and brief them at the GT in-brief as appropriate.
- 3.5.10. Verify implementation of all action items.
- 3.5.11. Coordinate with HWTC/GPO to ensure support and program execution expenditures are justified.

3.6. Host Wing Team Chief: If GT is at Vandenberg AFB, the Guardian Programs Office (30 OSS/OSOC) will assume the responsibilities of the Host Wing Team Chief. If a Wing is hosting GT, the Wing TC assumes responsibility for verifying all actions required of the HWTC identified below are accomplished.

- 3.6.1. Provide facilities for each task as requested by the TLs.
- 3.6.2. Arrange for the least expensive and most convenient lodging for all GT participants.
- 3.6.3. Arrange with the base messing facilities to provide support as necessary for TDY personnel.
- 3.6.4. Arrange transportation for GT participants during GT Program. The Wing shall use every available General Service Administration (GSA) or government vehicle before making arrangements for rental cars to support GT. For GT participants arriving by plane, arrange for ground transportation between local airport and exercise location.
- 3.6.5. Provide computers, printers, and graphics support required by participants, PL, and TCs.
- 3.6.6. Provide equipment and classified material storage for participants.
- 3.6.7. Provide maps of GT sites. Maps will identify gates closed during non-duty hours.
- 3.6.8. Coordinate all protocol requirements with 14 AF Program Lead and host wing protocol office, including itineraries, lodging and escorts for distinguished visitors, as well as ceremonies and functions attended by senior leaders.
- 3.6.9. Provide a base facilities brochure and a comprehensive schedule of all GT activities.
- 3.6.10. Provide pagers or cellular phones as requested by PL.
- 3.6.11. If military aircraft is used, coordinate with the appropriate agency for baggage handling and number of personnel required.
- 3.6.12. Conduct a safety inspection of all GT task facilities and areas.
- 3.6.13. Provide hard hats and safety briefings as required for all participants and visitors.
- 3.6.14. Brief TCs on accident and hazard reporting procedures.
- 3.6.15. Provide signs designating GT facilities and areas, buildings, and reserved parking. Coordinate with TCs and TLs for sign locations.
- 3.6.16. Compile and produce task results packages from summaries supplied by TLs through PL. These packages are given to PL, TCs, and distinguished visitors.
- 3.6.17. Plan, organize, and conduct all Guardian Tiger events including social activities.
- 3.6.18. Coordinate audiovisual support.

3.7. Guardian Programs Office:

- 3.7.1. Provide base and logistics support for GT program as requested by PL or HWTC. GPO will provide planning materials to HWTC if GT is held at a location other than Vandenberg AFB.
- 3.7.2. Appoint a project officer to act as the 14 AF liaison with the HWTC (if requested by the HWTC) for GT support requirements.
- 3.7.3. Execute HWTC responsibilities for GTs held at Vandenberg AFB.
- 3.7.4. Attend meetings held by the PL.
- 3.7.5. Submit GPO GT funding requirements to PL.

3.8. Wing Team Chiefs:

- 3.8.1. Oversee the preparation activities of TLs within their wing.
- 3.8.2. Consolidate and prioritize wing task proposals and submit them for wing commander approval.
- 3.8.3. Review all submitted task proposals and, as required, request clarification from the originator.
- 3.8.4. Meet with all team chiefs and PL to prioritize suggested inputs to 14 AF/CC.
- 3.8.5. Help PL determine GT schedule.
- 3.8.6. Participate in quarterly review of outstanding GT issues.
- 3.8.7. Ensure GT is identified on each wing schedule of upcoming events.
- 3.8.8. Ensure a TL is identified for each task the wing is selected to lead.
- 3.8.9. Assist wing TLs in developing task charters and submit all draft charters to PL for review.
- 3.8.10. Identify task audiovisual requirements to HWTC.
- 3.8.11. Meet with TLs to provide training and or guidance on executing GT tasks.
- 3.8.12. Track status of on-going tasks through quarterly meetings with TCs and PL.
- 3.8.13. Inspect designated facilities for upcoming GT.
- 3.8.14. Compile an entry authorization list (EAL) for wing GT participants to include security clearance, unit, phone number, mode of transportation, and arrival and departure times at the GT location. Submit the completed EAL to PL, HWTC and GPO two weeks prior to GT week.
- 3.8.15. Distribute GT patches to all wing participants.
- 3.8.16. Request outside agency participation requirements to PL.
- 3.8.17. Forward Wing costs (include transportation, per diem, and lodging) to PL and GPO.
- 3.8.18. When Wing is a task OPR, identify non-14 AF organizations needed to work that task to the PL.
- 3.8.19. Verify travel arrangements for personnel within their wing.
- 3.8.20. Ensure draft task results are turned in to PL.
- 3.8.21. Help PL compile final report, lessons learned and survey results.

3.8.22. Keep the wing commander informed of results for tasks the wing is OPR. Inform all commanders and all appropriate wing-level conferences on the GT program and ensure the wing is kept abreast of GT activities by using available media, and briefing the wing and group staff meetings as required.

3.8.23. Notify the PL of all changes in personnel working the GT program.

3.8.24. Verify all team results are being implemented by the wing.

3.8.25. Forward GT task success stories to PL.

3.9. Task Leaders:

3.9.1. TLs are responsible for ensuring their team completes all required actions to meet the objectives of the selected task. TLs lead their teams through the planning and execution phases of GT.

3.9.2. Upon notification of task leader selection, contact wing quality office and obtain facilitator for task.

3.9.3. Develop a team charter no later than 60 days prior to GT. The charter will (as a minimum) detail the task problem or opportunity statement, objectives of the task, any limitations, and organizations required to participate. TLs should coordinate the charter with TCs, the individuals who originally submitted the task for GT, and the process owner. (See [Attachment 6](#).)

3.9.4. Identify individuals from organizations required to successfully complete tasks. Submit a list of all team participants to TC. Identify all non-14 AF participants. As a minimum, each team will include individuals who represent the process owner and all agencies who are stakeholders or are impacted by the process investigated by the team.

3.9.5. Brief task charters to 14 AF/CC.

3.9.6. Identify any special requirements (including classification requirements, audiovisual equipment, communications equipment, and limited access equipment) to TC and HWTC. Identify all configuration requirements for all operations equipment.

3.9.7. Provide guidance required to team members to include reading or self-study areas to ensure they are adequately prepared. TLs will direct participants to bring local procedures and or documentation to GT as required. Ensure participants are knowledgeable about the task and arrive at the program location with proposed solutions and supporting information about the specific problem being addressed. TLs must send a copy of the team charter to all participants well ahead of time.

3.9.8. Develop a task schedule or agenda for GT week no later than 1 week prior to the program. Forward a copy of the schedule to all task participants ahead of time.

3.9.9. Schedule additional briefers for the task (if required). Coordinate additional briefers with TC and PL.

3.9.10. Ensure all technical data required is available for GT week.

3.9.11. Verify participants' travel arrangements and provide information to TC.

3.9.12. Brief task results to 14 AF/CC during GT. Provide a task summary to PL before the briefing. Briefing time will be limited by HWTC and the briefing should focus on the team objectives, findings, and recommendations.

3.9.13. Collect critiques from team participants and forward to TC.

3.9.14. Submit team reports to TC.

3.9.15. Inform the TC immediately if an organization required to support the task is unable to attend GT.

3.10. 3.10. Task Participants:

3.11. 3.10.1. Prepare adequately for assigned GT task.

3.12. 3.10.2. Bring all pertinent documentation to GT.

3.13. 3.10.3. Submit a copy of travel voucher to wing TCs within 30 days of the end of each program. External participants submit copies of travel vouchers directly to 14 AF PL at 747 Nebraska Ave., Suite A300-22, Vandenberg AFB CA 93437-6282.

3.14. 3.11. Facilitators:

3.15. 3.11. Facilitators:

3.15.1. 3.11.1. Help the TL develop the task problem statement, charter, schedule of activities, etc.

3.15.2. 3.11.2. Provide support to the team during GT week.

3.15.3. 3.11.3. Interface with quality office to provide tools to successfully complete task.

4. Execution. Key GT events are detailed in the following paragraphs.

4.1. 14 AF/CC initiates GT process with message announcing program date and requesting task inputs (see [Attachment 3](#)).

4.2. 14 AF/CC sends message announcing selected tasks and assigning task responsibilities to appropriate wings (see [Attachment 5](#)).

4.3. Wing CC's select Task Leaders when their wing is that task's OPR.

4.4. Task Leaders brief Task Charters to 14 AF/CC. 14 AF/CC and TLs sign charter.

4.5. 14 AF holds the GT program.

4.6. 14 AF publishes GT Final Report.

4.7. 14 AF convenes GT Action Officers meeting quarterly to review action items and program status.

4.8. 14 AF/CC authorizes wear of GT patch by all participants 30 days prior to the GT program start date and 30 days after the GT end date.

5. Guardian Tiger Timeline. [Attachment 2](#) is included as a guideline only. All dates listed are the dates that the particular item should be accomplished by. Each particular item is listed in bold print. Information to clarify each item is included. Examples of specific products (documents, schedules, briefings, etc.) are included as attachments to this instruction. Changes to formats for any product will be sent

to the wing TCs and the GPO allowing ample opportunity to modify packages before substantial effort is expended.

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Deputy Chief of Operations

Attachment 1**GLOSSARY OF REFERENCES, ABBREVIATIONS, ACRONYMS, AND TERMS*****References***

HQ AFSPC Guardian Tiger Exercise Plan

Abbreviations and Acronyms

AF—Air Force

AFB—Air Force Base

AFI—Air Force Instruction

AFSPC—Air Force Space Command

AI—Action Item

COB—Close of Business

EAL—Entry Authorization List

EXPLAN—Exercise Plan

GPO—Guardian Programs Office

GSA—General Service Administration

GT—Guardian Tiger

HWTC—Host Wing Team Chief

OCR—Office of Collateral Responsibility

OPLAN—Operations Plan

OPR—Office of Primary Responsibility

PL—Program Lead

QAF—Quality Air Force

TC—Team Chief

TL—Task Leader

SW—Space Wing

TDY—Temporary Duty

Terms

Action Item—A specific action identified by the team working a particular GT Task that must be accomplished in order to have the team's results implemented appropriately.

GT Final Report—The compilation of Team Final Reports with action items numbered, assigned, and approved by the 14 AF/CC. Responsibility of the PL.

GT Program Lead—The 14 AF person designated as OPR for Guardian Tiger.

GT Program Status Report—Consolidated list of GT task implementation status. This report is contained in the quarterly meeting minutes and includes current GT program status.

GT Task—The process designated and approved for the improvement opportunity by 14 AF/CC. The task is established by a charter and includes an overall process description and specific objectives.

Guardian Programs Office (30 OSS/OSOC)—Organization residing within the 30th Operations Support Squadron at Vandenberg AFB responsible for ensuring base support functions are accomplished for all guardian programs (Challenge, Tiger, Sword).

Host Wing Team Chief—Team Chief from the Wing designated to host a particular GT program. Includes increased responsibility for all base support and logistics issues.

Task Leader—The individual responsible for ensuring all requirements for a specific GT task are accomplished. The individual is designated Task Leader by the Wing commander of the Wing identified as OPR for the specific GT Task.

Wing Team Chief or Team Chief—The Space Wings' lead representatives, responsible for overseeing all facets of each Wing's participation in Guardian Tiger.

Attachment 2**GUARDIAN TIGER TIMELINE****224 days prior to GT****Determine Command Key Issues.**

PL determines command key issues for inclusion in tasking message. PL

210 days prior to GT**Solicit Wings and Outside Agencies for GT Tasks.**

14 AF will send message to all Wings and affected outside agencies requesting suggested tasks for GT. (See [Attachment 3](#) and [Attachment 4](#) for formats.) Message will include a list of 14 AF key issues for consideration and date of next GT. Inputs due to PL within four weeks. PL

Place GT Information in Wing Key Event Schedule.

TCs will ensure that GT is identified on each wing schedule of upcoming events after GT Program date has been published by 14 AF. The entire base should be aware of the dates, but Wing commanders, colonels, and chief master sergeants must be notified. 14 AF will include the dates on the program schedule and notify AFSPC and USSPACECOM key personnel. PL/TC/GPO

Reserve Rooms at Base Billeting.

The HWTC will get an estimate of total personnel supporting the GT task and make reservations for base billeting and determine if a contract is required for off base support for participants. HWTC

168 days prior to GT**Reserve Locations for Social Activities.**

The HWTC will reserve the locations for the in and out-briefs, mixer, and GT banquet. HWTC

Task Input Review and Feedback

Review all submitted tasks and, as needed, request clarification from task submitters. PL/TCs

147 days prior to GT**Evaluate Inputs and Determine Schedule**

Prioritize wing inputs prior to sending to 14 AF/CC. Review submissions from prior GTs. Determine GT schedule and attach to meeting minutes. Additionally, conduct quarterly GT review of outstanding key issues. ALL

126 days prior to GT**Send Task Message**

PL will transmit list of selected tasks to all affected agencies (see [Attachment 5](#) for format). For modified tasks, a separate detailed description of modifications, with rationale for changes, will be sent. The message will include dates and location of GT.

112 days prior to GT**Identifies Task Leaders**

The Wing identified as OPR for a task must identify a TL at the 112 day point. TLs must be available to work the task through to completion and be the most competent individual within the Wing to work the issue. The TL should be familiar with Quality Air Force (QAF) principles and the continuous improvement checklist and be able to spend significant time working GT related issues. TLs must attend all required meetings and will report directly to the Wing TCs for accomplishment of all activities identified within the GT execution checklist and the specific TL checklist. TC

Designate Facilitators to Aid in Task Preparation

TLs will contact their Quality office to get facilitator support for developing an action plan for addressing the task, the QAF tools to be used, and other requirements for proper resolution of each task's objectives. Wing TCs will work with the Wing's quality office and the wing TLs to select suitable facilitators. TC/TL

84 days prior to GT

Submit a Draft Team Charter

TLs, with advice from the TC, will submit the draft charter which details the objectives of the task, any limitations, organizations required to participate, and a problem statement of the task. The charter should be coordinated with the organizations who will be the main stakeholders for the task. The purpose of submitting the charter at this early date is to focus the team's efforts, refine the task, and begin identifying all parameters surrounding the task. (See [Attachment 6](#).) TL

Identifies Audio-Visual Support Requirements to GPO

The PL and Wing Team Chiefs will identify their audiovisual requirements to the GPO and or HWTC. The GPO will then accomplish the required paperwork to obtain audiovisual support through 30th Communications Squadron or available resources at the host base. GPO/HWTC

56 days prior to GT

Assess/Review GT Preparation

Meet with TLs to provide training and guidance on executing GT tasks, review previous GT Action Items and success criteria, determine flexible task status, review GT process, and review facilities for upcoming GT. PL and HWTC will determine additional speaker requirements. ALL

Submit Draft Schedule for GT Week

The HWTC will submit a draft schedule for the main events taking place during GT week. The minimum requirements for the schedule are the in- and out- briefs, mixer, GT banquet, GT Planning Team dinner, participant arrival and departure, and time for working GT tasks. HWTC

Team Preparation

Provides guidance required to team members to include reading or self-study areas to ensure they are adequately prepared. TLs will direct participants to bring local procedures and or documentation to the program as required. Ensures participants are knowledgeable about the task and arrive at the GT location with proposed solutions and supporting information about the specific problem being addressed. TLs must send a copy of the team charter to all participants. TL

Charter Submission and Signing

TL's submit charter to PL, detailing the objectives of the task, limitations, organizations required to participate, and a problem statement of the task. PL uses charter to load funds for participating organizations. TL's brief their charters to the 14 AF/CC. TL's and 14 AF/CC sign charters. PL/TL/TC

Begin In-brief Planning

The in-brief will consist of at least the following areas: Administrative briefing to address issues identified by the PL and HWTC. The briefing will include an opening video that discusses the GT program and the specific tasks the teams will be addressing, opening remarks from the Host Wing/CC, a short summary of the results from the previous GT, current implementation status of all GT action items, local area safety briefing (approx. five minutes), QAF briefing from the Host Wing quality office on participant responsibilities within the GT forum, and opening comments by the 14 AF/CC. HWTC/PL/GPO/TC

Attend Final Planning Meeting

The entire planning team will attend the final planning meeting. PL will schedule it and will locate it to minimize cost while allowing for sufficient information cross-flow between the planning team members. The following areas will be accomplished at the planning meeting:

HWTC will verify government vehicle requirements with TCs.

PL will identify format for short summaries, briefing slides, and task results.

HWTC will validate availability of required facilities and support requirements.

HWTC/TLs will identify configuration requirements for all operations equipment.

Planning Team will review process, cross-talk agendas, and tasks planned for personnel with TLs and Wing TCs.

PL and HWTC will verify protocol requirements are met.

PL, TLs, and the HWTC will finalize schedules for each task.

PL will review planning for in-brief, out-brief, social activities scripts, and agendas.

HWTC will coordinate facilities, support, lodging, messing, transportation, and select a location at the local airport to greet arriving GT participants.

HWTC will verify printing capability, graphics, and audiovisual support as required.

PL will submit critiques for team to review.

HWTC and TLs will schedule additional briefers when required for the task.

TCs and TLs will ensure all technical data required to accomplish the task is available.

TLs coordinate arrival and departure times.

GPO distribute patches and wear guidance to TCs for all participants

TCs will provide the patches to their TLs who will distribute patches to team members

HWTC/PL/TC/GPO will verify all audiovisual requirements are planned and incorporated into the GT schedule. The script for the opening video will be validated by TCs and the PL.

Identify all Required Participants

The TL will identify all organizations (whenever possible the actual person) required to support the task. Determine personnel required to meet the objectives of the tasks included in the GT. As a minimum, each team will include individuals who represent the process owner and all agencies who are "stakeholders" or impacted by the process being investigated by the team. The TC will consolidate all TLs inputs and submit on this date. TL/TC

40 days prior to GT

Submit Distinguished Visitor Invitation List for 14 AF Review

HWTC will submit an invitation list to the PL for review by 14 AF/CC. PL/TC/TL

Invite Personnel Assigned to Other Commands and Agencies

14 AF will send an official request to external agencies who are invited to support GT tasks. To do so, the TLs shall submit a list of non-14 AF personnel, with a correct message addresses, for each identified agency. PL/TL

Send Invitations to GT Functions

HWTC mails invitations to all invitees. Coordinates participation of distinguished visitors through the host wing's PA office. PL/GPO

28 days prior to GT

Identify all Funding Requirements to GPO and 14 AF

TLs will provide a cost estimate to the TC on all support required to accomplish their task. The PL will consolidate a cost estimate and forward it to HQ AFSPC for funding. TL/TC/PL

Submit article for local base papers and Guardian Magazine

TCs will submit articles to local base papers which highlight wing participation in GT. The article should appear in the paper at least one week prior to the GT start date. TCs should ensure there is sufficient coverage of participation in GT in the local base papers of geographically separated units. 14 AF will submit an article for the AFSPC Guardian Magazine and the Air Force Times. PL/TC

Conduct a Safety Inspection of all Program Areas

HWTC will contact their safety office to coordinate an inspection of all facilities to be used by GT and a safety briefing at the GT in-brief. HWTC

Provide Escorts

HWTC arranges for escorts for distinguished visitors designated by PL.

21 days prior to GT

Forward Entry Authorization List (EAL)

TLs will submit an EAL to the HWTC for all task participants. The EAL will be used to ensure all participants are cleared for classified information that may be discussed during the in- or out-briefing, special demonstrations during GT week, or task discussions. TL (aided by TCs)

Finalize Travel Arrangements for all Participants

TCs and TLs will verify all travel arrangements and forward itineraries to the HWTC. PL will verify travel for non-14 AF participants. These will be used to schedule greeting parties at the local airport and

to provide ample time to make special arrangements for personnel unable to arrive when a greeting party is available. TC/TL/PL

14 days prior to GT**Submit a Final Schedule for each Task**

TLs will submit the final schedule for GT week to the HWTC. The schedule must include all activities during the entire week along with the locations for each team. Changes to the schedule must be coordinated through the HWTC.

7 days prior to GT**Develop a Schedule for Greeters at Local Airport**

HWTC will develop a schedule for greeters and provide them with a list of participants, their arrival times and flight numbers. HWTC

Conduct a Walk-through of GT Facilities

HWTC should conduct a walk-through of all GT facilities and make a list of supplies/equipment needed to support the task. HWTC

Provide Communication Capabilities

HWTC will ensure pagers or cellular phones are provided for key staff as requested by PL. HWTC

Coordinate In-Brief and Out-Brief Sessions

HWTC coordinates on the plans for the in-brief and out-brief sessions with the PL and all scheduled speakers. HWTC/PL

Obtain Reserved Parking and GT Facility Location Signs

HWTC will provide signs designating program areas and buildings. HWTC

2 Days Prior to GT**Provide Refueling Instructions**

HWTC provides drivers with refueling instructions. HWTC

In-Brief Dry-Run

HWTC and all speakers will dry-run the in-brief using full audiovisual capabilities. PL, HWTC, TL

Provide Information Folder Contents

The HWTC will assemble information packages for all participants that include at least the following: Maps of the base that designate task locations, billeting, and social functions. In addition, the booklet will contain welcome memorandums from the senior commanders, base historical highlights, local area safety tips, mishap notification procedures, rules for use of government vehicles, GT telephone guide, and base services available to participants. Folders will be provided to all participants upon arrival. HWTC/GPO

Inspect and Receive all Vehicles

HWTC verifies that all vehicles are in place to support the arriving participants and that they are in an easily accessible location. HWTC

1 day prior to GT

HWTC ensures the greeting party is at the local airport.

Arriving personnel will ensure equipment in support of the program is turned over to the HWTC upon arrival.

HWTC distributes welcome package to participants as they arrive. The package should include keys for vehicles as applicable, and room keys.

GT Week Activities

Day 1

GT In-Brief. TLs collect money for social events **ALL, TL**

Begin task work **ALL**

GT Mixer **ALL**

Update Team Charter with actual participants **TL**

Day 2:

Work tasks and objectives **ALL**

Day 3:

Work tasks and objectives **ALL**

Planning Team Dinner at local restaurant **TC, TL, GPO**

Verify all certificates are complete **HWTC**

Day 4:

Work tasks and objectives **ALL**

Day 5:

Out-brief slide inputs and short summaries due to HWTC **TL, TC**

Collect critiques from each participant **TL**

Provide TLs with GT Certificates **HWTC**

Present GT Certificates to each participant **TL**

Out-Brief **ALL**

TCs submit requests for thank you memorandums to PL **TC**

Draft results due to PL at close of business (COB) **TL, TC**

GT banquet **ALL**

Day 6:

Travel **ALL**

TLs begin Final Report preparation due 14 days after GT **TL**

Compile participant surveys **PL, GPO**

14 days after GT

Send Memorandums of Appreciation.

PL sends memorandums of appreciation to each Wing commander or equivalent. PL

Submit Final Copy of Team Final Report

Team Final Report is due to the PL. TL

28 days after GT

Compile Participant Survey Summaries

The PL distributes survey results. PL

GT Review

Review participant surveys, discuss lessons learned, pick next GT date, and finalize post GT Report. PL/TC/GPO/TL

42 days after GT

Publish Final Report

PL will send signed Final Report to all interested agencies. PL

Quarterly

Review the current status of the GT program, open action items, task solution success, and publish meeting minutes. PL will brief the 14 AF staff on the current status of GT. The minutes will be distributed to 14 AF units and interested agencies. PL/TC/GPO/Others as required.

Attachment 3**SAMPLE GUARDIAN TIGER TASK INPUT REQUEST MESSAGE**

FROM

:14AF VANDENBERG AFB CA//CC//

TO

:21SW PETERSON AFB CO//CC//

:45SW PATRICK AFB FL//CC//

:50SW SCHRIEVER AFB CO//CC//

:ZEN 30SW VANDENBERG AFB CA//CC//

INFO

:HQ AFSPC PETERSON AFB CO//DO/LG/SC//

:USSPACECOM PETERSON AFB CO//J3//

:STRATCOM OFFUT AFB NE//J3//

:SMC LOS ANGELES AFB CA//CC//

:21SW PETERSON AFB CO//XP//

:45OG PATRICK AFB FL//OGV//

:50SW SCHRIEVER AFB CO//XP//

:SWC SCHRIEVER AFB CO//CC//

:76SOPS SCHRIEVER AFB CO//CC//

:ZEN 30OSS VANDENBERG AFB CA//OSOC//

:ZEN 30OG VANDENBERG AFB CA//OGV//

:ZEN 38ITRG VANDENBERG AFB CA//CC//

XMT

:

ACCT

:

TEXT

:UNCLAS

SUBJECT: INPUT REQUEST FOR GUARDIAN TIGER (GT) XX-X (SUSP: XX XXX XX)

1.GUARDIAN TIGER PROVIDES A FORUM TO BRING TOGETHER EXPERTS FROM

14 AF AND APPLICABLE AGENCIES TO DEVELOP AND REFINE DOCTRINE AND PROCEDURES TO ENHANCE OPERATIONAL READINESS, IMPROVE SUPPORT TO THE WARFIGHT-

ERS, AND IDENTIFY CAPABILITIES AND LIMITATIONS. THIS IS YOUR OPPORTUNITY TO IMPACT POLICY AND PROCEDURES OWNED BY, OR IMPACTING 14 AF.

- 1.REQUEST ADDRESSEES PROVIDE US WITH SUGGESTED TASKS FOR INCLUSION IN THE PROGRAM BY XX XXX XX. INPUTS CAN BE FAXED TO 14 AF/DOO AT (DSN) 276-2753 OR (DSN) 276-7975 (CLASSIFIED). EACH WING SHOULD SUBMIT AT LEAST THREE OPERATIONS TASKS AND THREE MISSION SUPPORT TASKS (SECURITY POLICE, CIVIL ENGINEERING, MAINTENANCE, COMMUNICATIONS, LOGISTICS, ETC.) PLEASE EXCLUDE TASKS THAT CAN BE HANDLED WITHIN YOUR OWN ORGANIZATION. SUBMIT YOUR SIX TASKS IN PRIORITIZED ORDER. INFO ADDRESSEES SHOULD SUBMIT TASKS DIRECTLY TO 14 AF/DOO.
- 2.SOME KEY AREAS OF INTEREST TO THE HEADQUARTERS AND NAF ARE INCLUDED FOR YOUR CONSIDERATION. THESE KEY AREAS INCLUDE:
- 3.FOR EACH TASK SUBMITTED, IDENTIFY A POINT OF CONTACT FOR CLARIFICATION PURPOSES.
- 4.THE 14 AF POCS ARE CAPT LAURA OLSEN (DSN 276-2286) OR TSGT MICHELLE PACKHAM (DSN 275-8946), E-MAIL: OLSEN@14AF.VAFB.AF.MIL.

Attachment 4**SAMPLE GUARDIAN TIGER TASK PROPOSAL**

Date

MEMORANDUM FOR 14 AF/DO

14 AF/DOO

FROM:

SUBJECT: Guardian Tiger XX-X Task Proposal: Process Title

- 1.Problem or opportunity statement. (*The reason to form a team.*)
- 2.Objectives statement. (*Specific things a team should accomplish during week of GT.*)
- 3.State process owner and organizations required for proper resolution (*include military, government, and contractors*).
- 4.Include your DSN, e-mail address, and fax number.

Attachment 5

SAMPLE GUARDIAN TIGER TASK SELECTION MESSAGE

FROM

:14AF VANDENBERG AFB CA//CC//

TO

:21SW PETERSON AFB CO//CC//

:45SW PATRICK AFB FL//CC//

:50SW SCHRIEVER AFB CO//CC//

:ZEN 30SW VANDENBERG AFB CA//CC//

INFO

:HQ AFSPC PETERSON AFB CO//DO/LG/SC//

:USSPACECOM PETERSON AFB CO//J3//

:STRATCOM OFFUT AFB NE//J3//

:SMC LOS ANGELES AFB CA//CC//

:21SW PETERSON AFB CO//XP//

:45OG PATRICK AFB FL//OGV//

:50SW SCHRIEVER AFB CO//XP//

:SWC SCHRIEVER AFB CO//CC//

:76SOPS SCHRIEVER AFB CO//CC//

:ZEN 30OSS VANDENBERG AFB CA//OSOC//

:ZEN 30OG VANDENBERG AFB CA//OGV//

:ZEN 38ITRG VANDENBERG AFB CA//CC//

XMT

:ACCT

:TEXT

:UNCLAS

SUBJECT: SELECTED GUARDIAN TIGER (GT) XX-X TASKS (SUSP: XX XXX XX)

1.GUARDIAN TIGER PROVIDES A FORUM TO BRING TOGETHER EXPERTS FROM
14 AF AND APPLICABLE AGENCIES TO DEVELOP AND REFINE DOCTRINE AND PROCE-
DURES TO ENHANCE OPERATIONAL READINESS, IMPROVE SUPPORT TO THE WARFIGHT-
ERS, AND IDENTIFY CAPABILITIES AND LIMITATIONS.

1.THE FOLLOWING TASKS HAVE BEEN SELECTED FOR GUARDIAN TIGER XX-X:
TASK RESPONSIBLE WING

- 1.EACH RESPONSIBLE WING MUST IDENTIFY A TASK LEADER BY XX XXX XX TO 14 AF PROGRAM LEAD. TASK LEADER MUST BE AVAILABLE FOR GUARDIAN TIGER XX-X SCHEDULED AT TBD, XX-X. GUARDIAN TIGER TASK LEADERS WILL BRIEF THE 14 AF/CC APPROXIMATELY TWO MONTHS PRIOR TO GUARDIAN TIGER XX-X.
- 2.THE 14 AF POCS ARE CAPT LAURA OLSEN (DSN 276-2286) AND TSGT MICHELLE PACKHAM (DSN 275-8946), E-MAIL: OLSEN@14AF.VAFB.AF.MIL.

Attachment 6

GUARDIAN TIGER TEAM CHARTER FORMAT

GUARDIAN TIGER XX-X TEAM CHARTER #Y

I. TASK TITLE:

II. PROBLEM/OPPORTUNITY STATEMENT: *The reason the team was formed. This statement should meet three criteria: be focused on the customer, be controllable by the team, and be measurable. The situation statement should outline what the leadership believes the team can accomplish, not how it should be done.*

III. TEAM OBJECTIVES: *How the team will meet its problem/opportunity statement. These objectives should also meet three criteria: be focused on the customer, be controllable by the team, and be measurable. It should be understood that objectives should be used as a guide and can change if necessary.*

- 1.
- 2.
- 3.
- 4.
- 5.

IV. TEAM COMPOSITION: *(Identify Task Leader, Facilitator, Team Members)*NAME (Function)ORGANIZATIONPHONE

Task Leader Rank/Name

DSN

V. GUIDELINES: *These give the necessary information for operating the team and how to interact with other parts of the organization:*

*resource availability**authority**reporting requirements**timeliness*

Task Leader Signature Block

14 AF/CC Signature Block

Attachment 7**SAMPLE OUT-BRIEF SUMMARY****GUARDIAN TIGER 96-2****TASK #1: GUARDIAN TIGER PROGRAM REVIEW****INTRODUCTION**

Our direction from 14 AF/CC was to review the GT process and come up with recommendations to improve success of the program, keeping in mind the following guidelines:

Narrow problems => solution

The idea: "Sir, here's the plan" (ready to implement)

Tasks 85 - 100% completed at conclusion of GT week

Team members are to be empowered to make agreements for their units

GT is not a substitute for staff work; i.e., don't use GT for something that is usually done by staff

The team took these guidelines and began the task with an analysis of the process. After analyzing the process, we broke it down into the Input/Preparation phase, GT week events and Post GT actions. The majority of the problem was linked to the Input/Preparation phase with only minor modifications required to the other parts of the timeline. One change of note was to have the task leaders brief their charters directly to 14 AF/CC eight weeks before GT. This would increase the amount of preparation the task leaders would do prior to GT week and also increase buy-in at the unit level. The details of the findings are contained in the objectives below.

OBJECTIVE 1: Develop a streamlined GT process that promotes 85-100% task completion by the out-brief.

DISCUSSION

The team analyzed the current GT process and broke it down into its individual components: the Input/Preparation phase, GT week, and Post GT follow-up actions. Each section was analyzed to determine which could be improved. We found that the Input/Preparation phase had the most problems and required considerable changes to improve the program. We also found that the problem with the Post GT follow-up phase was that it was practically non-existent. The GT week phase required the least changes.

RECOMMENDATIONS

Based on the team's analysis of this objective we have the following recommendations:

1. The program should track the completion of task objectives instead of only tracking closure of action items.
2. GT process buy-in, team member empowerment, and 14 AF commitment should be formalized in a 14 AF instruction.
3. A set GT timeline has to be developed which will allow for proper task preparation by the teams and provide for task solutions to be implemented by all applicable units.

SUCCESS CRITERIA

The success/failure measurement for the solutions we developed for this objective can only be determined after the 14 AF instruction has been published and implemented on the next GT. Information will be collected during each GT phase, reviewed quarterly and during the post GT phase of GT 97.

ACTION ITEMS

Publish and implement the 14 AF GT instruction. (OPR 14 AF GT Program Lead, PL)

OBJECTIVE 2: Identify criteria/procedures to be used to select GT tasks.

DISCUSSION

Currently there is no defined process or task criteria to focus the scope of a task. This has resulted poorly defined tasks that were too large or too small for the team to address in the week of Guardian Tiger. It also led to too many post-Guardian Tiger action items that became a burden to the wings.

In addition no feedback mechanism exists to provide information on the submitted task back to the originator of the problem statement. This may have resulted in several worthy tasks not being addressed because they were rejected with no reason given and there was no discussion between 14 AF and the task submitter for task clarification.

RECOMMENDATIONS

Selected members from 14 AF units will review tasks for suitability prior to selection for GT. As a team, they will evaluate the tasks submitted and, if needed, send tasks back to submitters for further clarification. After all tasks are received, the representatives will prioritize the tasks and send them to 14 AF for coordination and task selection. After final task selection 14 AF will send a message to units listing selected tasks, assigning wing responsibility and tasking wings to select a task leader and facilitator.

The team came up with the following guidelines to screen inputs. 14 AF units must own or be significantly impacted by processes the task addresses. The scope of the task must be narrow enough to be addressed in a week's time, with adequate team preparation. The goal is to produce action items which can be closed in a reasonable time frame.

14 AF will provide higher headquarters key areas of interest in the task submission message. This will provide units an opportunity to prioritize tasks. However, units are not bound by the key areas of interest and may suggest tasks outside of these areas.

The team found that feedback was a key missing item. 14 AF will send a memorandum to all originators stating the reason why a task was or was not selected. This will provide units additional information about the task and let the originator know the task received serious consideration.

SUCCESS CRITERIA

Tasks selected and worked for the next GT have a specific focus and produce manageable action items. Initial success will not be judged until after next GT. Success will be an on going process that will have to be judged after each GT.

Success is also dependent upon the commitment and effort of the selected task leaders and their wings. Without commitment GT is doomed from the start.

ACTION ITEMS

None.

OBJECTIVE 3: Redesign the “post” GT process to ensure task completion/accountability until implementation.

DISCUSSION

The team found that current emphasis is on publishing a report and not on the content of the report. Members believed that the report did not adequately represent the week’s activities because it was not reviewed by task leaders and team chiefs prior to 14 AF review and publication.

Also, action items were assigned to individuals, not the affected units or process owners. This resulted in poor tracking of action item closure. Often the action item would be dropped when the assigned individual left the unit.

RECOMMENDATIONS

The task leaders, team chief and GT Program lead will review the draft final reports and jointly build the final report to ensure it reflects all of the week’s activities.

14 AF will task each action item to a specific wing. Wings will be responsible for assigning task action items to specific offices within the wing. The offices will be responsible for pursuing the action item until it is closed.

Responsibility for ensuring tasks are completed and measuring how well the task addressed the problem will be assigned to the GT program lead and representatives from each of the 14 AF wings.

SUCCESS CRITERIA

The final report is a concise and accurate reflection of all of the activities of GT. This can be judged after GT 96-2 final report is published.

ACTION ITEMS

None.

OBJECTIVE 4: Determine the role of the unit quality offices, experts, and principles in the GT process.

DISCUSSION

We determined that facilitators are not being used properly during the entire GT process. Since facilitators are the team’s primary point of contact with the unit quality office, they can provide a variety of tools to help the team solve their tasks. Currently, most facilitators are assigned to the wing hosting GT, not from the TL’s unit, and are often not chosen until two weeks before GT. Often, TLs and TCs problems arranging for facilitators due to the limited number of facilitators available at any particular time. Facilitators are not involved in the development of team charters, task agendas, etc., and TLs must use their own knowledge of the seven step quality process to attack their task. As a result, team charters are often not focused, objectives are too broad, and task success is not measurable.

RECOMMENDATIONS

TLs must contact the quality office as soon as the task is selected and obtain a facilitator. The TL should work with the facilitator through the entire process, both in the development and execution phases. The TL should work with the facilitator while developing the task charter, concentrating on focusing the problem or opportunity statement to allow successful task completion during the GT week. Also, the facilitator can help the TL build the team’s objectives to meet the requirements of the problem or opportunity statement. The facilitator should help develop the agenda for the task, helping the TL guide the team to

success. During the GT week, the facilitator can provide tools to keep the team focused on task accomplishment.

SUCCESS CRITERIA

Survey facilitators and TLs from the current and next GTs to determine the amount of assistance provided by the facilitators. Also, determine if the level of support provided by the facilitators improved by bringing them at the beginning of the process.

ACTION ITEMS

Develop a training package to explain the GT process to facilitators. This package provides the facilitators with a better understanding of the highly intensive GT process. Insight into this process will allow each facilitator to better assist their group to a solution. Recommend this action item be assigned to the 14 AF Quality point of contact.

OBJECTIVE 5: Determine automation opportunities within the GT process.

DISCUSSION

The team defined automation opportunities as any way to simplify the process. The team identified many areas during the GT process that can be simplified, from task selection to tracking the action items and success of the team. With the program changes being implemented because of this task, we must continually re-evaluate areas to be automated.

RECOMMENDATIONS

The team developed templates for several products, including task request, task input format, and task selection message. The team will review areas for improvement at its quarterly meetings.

SUCCESS CRITERIA

Determine if amount of time required to develop slides and final report decreases to less than one day over the next two GTs.

ACTION ITEMS

None.

Attachment 8**SAMPLE OUT-BRIEF SLIDES****TASK 1****GUARDIAN TIGER****PROGRAM REVIEW**

CAPT LAURA OLSEN, TL	14 AF
CAPT DAVE SCULLY, Asst. TL	30 OG
MAJ TIM COY	21 SW
TSGT MICHAEL McDOWELL	21 SW
CAPT CURTIS TOOKES	30 OSS
CAPT TODD ELLISON	40 OG
MSGT LEE FLOWERS	50 SW
MAJ RALPH STROTHER	AFSPC
MSGT DENNIS JONES, FAC	30 SPS

STREAMLINE THE GT PROCESS**FINDINGS**

- Incorrectly measuring success
- Lack of buy-in for process
- Lack of task preparation

RECOMMENDATIONS

- Track objective completion
- Formalized buy-in, empowerment, and 14 AF commitment
- Updated timelines to ensure task preparation

DEFINE GT TASK SELECTION**FINDINGS**

- No defined process/criteria to focus task scope
- No feedback to task submitters

RECOMMENDATIONS

- Wing experts review/prioritize inputs before selection

- Defined working set of criteria
- Feedback throughout task selection process

REDESIGN THE POST-GT PROCESS

FINDINGS

- Emphasis placed on publishing final report-not the information in the report
- AIs assigned to individuals, not units/process owners

RECOMMENDATIONS

- TCs/TLs review final report before 14 AF/CC
- Commanders responsible for ensuring actions completes

OBJECTIVE 4 ROLE OF QUALITY PRINCIPLES

FINDINGS

- Facilitators have not been used as they are described in the EXPLAN
- Facilitators are link to quality office and principles

RECOMMENDATIONS

- Ensure TL works with facilitator from the beginning of the process

AUTOMATION OPPORTUNITIES

FINDINGS

- Many opportunities for simplification exist
- This area requires continuous review

RECOMMENDATIONS

- Use team developed templates
- Evaluate GT program quarterly